



BLAND SHIRE COUNCIL  
*west wyalong*

# Your Vision, Our Future Community Strategic Plan

2017-2027

Revised December 2021



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# Introduction

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure, etc.

The difference lies in how each community responds to these needs. That is what shapes the character of individual cities, towns and villages. IP&R also recognises that council plans and policies should not exist in isolation and are connected on many levels.

The IP&R framework allows NSW councils to draw their various plans together, to understand how they interact and inform each another, and to get the maximum benefit from their efforts by planning holistically for the future.

All councils in NSW use the IP&R framework to guide their planning and reporting activities in accordance with requirements set out in the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

This document, *Your Vision, Our Future - Bland Shire Community Strategic Plan 2017-2027*, (CSP) was revised in December 2021 to draft form. It has been developed utilising existing plans, documentation and information which is listed in the reference section at the back of this publication.

## How the IP&R Process works

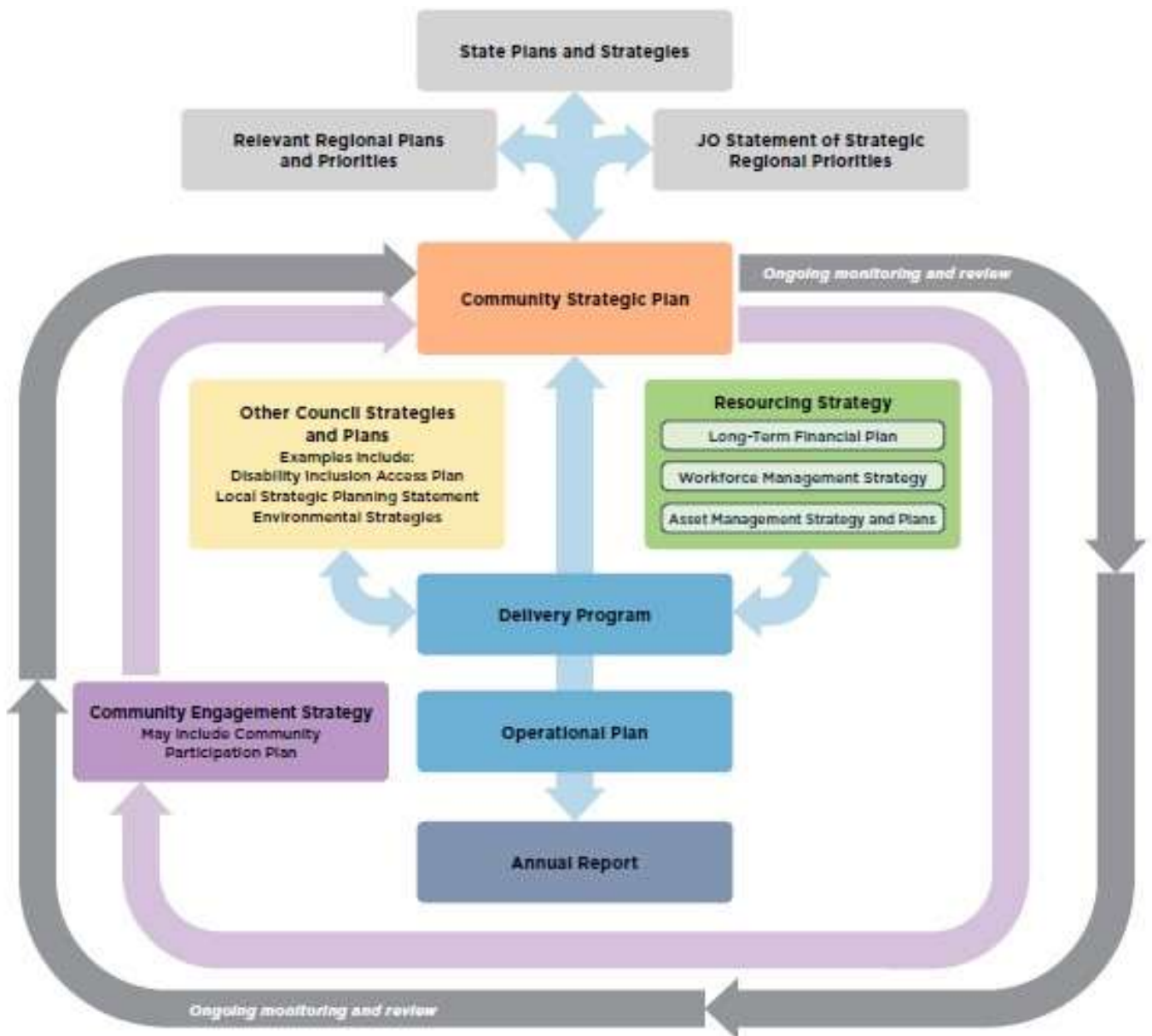
The IP&R diagram following has been updated to reflect the 2016 amendment to the Local Government Act. The Resourcing Strategy has been moved closer to emphasise the important role that resource planning must play in delivering the council's strategic objectives.

While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by council as part of the Resourcing Strategy.

Any community endorsed changes to council's strategic direction and priorities should be reflected in resource planning and allocation.

Community engagement has been expanded to encompass the entire IP&R process. This reflects new requirements, extending the Community Engagement Strategy to all aspects of council engagement, not just the Community Strategic Plan.

Additional requirements under the *Environmental Planning and Assessment Act 1979* to prepare a Community Participation Plan can be incorporated into a council's wider Community Engagement Strategy.



The main components of the framework are summarised below:

### **Community Strategic Plan (This document)**

The highest level of strategic planning undertaken by for a Community, with a ten-year plus timeframe. All other plans which a Council may prepare must support achievement of the Community Strategic Plan objectives. The actions within this plan are not the sole responsibility of Council – other stakeholders will be involved in meeting the Community's objectives.

### **Resourcing Strategy**

Shows how council will resource the Community's strategic priorities, identified through IP&R. The Resourcing Strategy includes 3 inter-related elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

### **Delivery Program**

The Council's commitment to the Community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.

### **Operational Plan**

Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.

### **Annual Report**

Reports back to the community on the work undertaken by a council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Councils also report on their financial and asset performance against the annual budget and longer-term plans.

When the ten-year Community Strategic Plan was developed in 2017, the themes identified were through consultation with the Community were:

**Our People – A strong, healthy, connected and inclusive community**

**Our Places – Maintain & improve the shire's assets & infrastructure**

**Our Leadership – A well run Council acting as the voice of the community**

**Our Prosperity – Growing our population and jobs.**

# A Message from the Mayor and Councillors

Local Government service provision has transformed significantly over recent years and local Councils have moved beyond the traditional narrow emphasis of roads, rates and rubbish towards broader objectives to promote the social, economic, environmental and cultural wellbeing of communities.

Community expectations of local government have also increased while other levels of government have devolved various functions to local government. The outcome of this is that councils now provide a broader range of services and facilities while endeavouring to meet higher standards with limited opportunity for increased income.

These challenges have become increasingly difficult due to the financial pressures placed on councils and the fact that costs have been increasing at a far greater rate than generated income.

Bland Shire Council is proud of its achievements in maintaining a high standard of service delivery which builds on its traditional and broad objectives. At the same time Council manages to achieve significant financial savings in accordance with the stringent requirements put in place by other entities.

Council's capital investments have delivered the community with outstanding parks, gardens, sporting and community facilities which meet local wants and needs. Council is committed to a long term investment in these facilities to make sure they are maintained and, in many cases, enhanced so they remain a beacon of community pride and satisfaction for many years to come.

To achieve this, Council is striving for maximum efficiency and effectiveness and has implemented a range of valuable initiatives. Studies show Bland Shire is already

an outstanding performer in this area, Council staff are committed to continuous improvement. Council is embracing new technology, new ideas and new initiatives for the betterment of not only the organisation but the wider community.

Council's operational activities are guided by the Councillors and a team of committed and dedicated staff with a real passion for Bland Shire Council, its community and its future. It is this passion and dedication which drives Council's performance and helps deliver cutting edge in service delivery.

The Bland Shire is proud that it has a workforce dedicated to self-improvement and the acquisition of additional skills and knowledge so it can provide the most efficient and cost effective delivery of services across a very wide and diverse range of activities.

With prudent financial planning and commitment to community, Council was able to meet the goals it set itself on the road to becoming Fit for the Future and continues to streamline and review process while meeting challenges head on to safeguard financial sustainability for many years into the future to secure a vibrant and prosperous future.

Bland Shire Council has nine (9) elected representatives, with the Mayor and Deputy elected by fellow councillors. The Current Councillors were declared elected on 23 December 2021.

The elected Council is responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Councillors represent the interests of the residents and ratepayers, provide leadership and guidance, facilitate communication whilst maintaining the broader vision, needs and aspirations of the whole of Bland Shire.

# Bland Shire's Mayor and Councillors



**Cr Brian Monaghan**  
**MAYOR**



**Cr Rod Crowe**  
**Deputy Mayor**



**Cr Bruce Baker**



**Cr Monica Clark**



**Cr Jill Funnell**



**Cr Kerry Keatley**



**Cr Tony Lord**



**Cr Liz McGlynn**



**Cr Roger Moore**

# Our Community

Originally proclaimed on the 6 March 1906, the Bland Shire has developed into a vibrant and progressive community located on the northern fringes of the Riverina region.

The Shire's major centre of West Wyalong is centrally located on the junction of the Newell and Mid Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra – providing an authentic rural lifestyle with the conveniences of the city well within reach.

The Shire offers outstanding parks, gardens, sporting and community facilities, great schools, key medical and business facilities and boasts an outstanding community spirit.

The Bland Shire's history is deeply engrained in agriculture and gold production which continues through to today; recognised as one of the most productive agricultural areas in the state with cereals and sheep being the major producers. The Cowal Gold Mine commenced construction in 2004 with gold production in 2006 and is expected to continue production for many years in the future.

The Shire is also home to Eucalyptus oil production, which commenced in 1907 and has resulted in the West Wyalong region being one of the major world exporters of Eucalyptus oil in Australia. In 2006, Pace Farm completed construction of a new rearing, laying and grading facility, one of the most sophisticated egg operations in the southern hemisphere.

The villages located within the Bland Shire include Barmedman, Tallimba, Ungarie, Weethalle, Wyalong, Kikoira, Naradhan and Mirrool. All have unique qualities and an abundance of community pride that is harnessed and fostered to give each village their own character and prosperity.

The community is proud of the facilities and services across the shire, but our greatest asset is our people where new residents are embraced and valued.

## What Our Community Has Said

In November 2020, Council undertook a survey of its local community to gain an understanding of satisfaction levels as well as to inform the IP&R processes for a new Council. Respondents were asked to rate their satisfaction with 38 Council services and facilities. As part of the survey, participants were also given an opportunity to provide commentary on the issues that mattered most to them.

The services surveyed were broken down into theme areas of the 2017 Community Strategic Plan with 11 categorised in Our People, 15 within Our Places, eight in Our Leadership and four in Our Prosperity.

The Bland Shire Council Community Satisfaction Survey 2020 collected 300 completed responses by telephone from residents of the Bland Shire Council area aged 18 years and over. The responses received returned a medium average satisfaction rating of 3.38 out of 5. Individual interaction and experience with Bland Shire Council returned a combined result of 3.48 out of 5, a high average score. The things people valued most about living in the Bland Shire were the community, peace and quiet, friendliness, country lifestyle and safety with quality of life responses combining for a high average satisfaction score of 4.25 out of 5.

An online survey was undertaken at the same time and completed by 41 people. The



overall satisfaction rate was at a slightly lower medium average rating of 2.98 out of 5. Satisfaction with customer services had a combined rating of 3.44 out of 5 while the online Wellbeing responses had an average rating of 3.78 out of 5. With regard to the things people valued most about living in Bland Shire, the online responses were compatible with the replies from the telephone survey.

Feedback from the survey indicated where the community thought Council was performing as well as identifying potential areas for growth. These specific services are listed below and colour coded to match the four CSP themes from which they came:

Standout service areas	Areas for growth
<ul style="list-style-type: none"> <li>• Ovals and sportsgrounds</li> <li>• Swimming pools</li> <li>• Library services</li> <li>• Cemeteries</li> <li>• Parks and playgrounds</li> <li>• Sewerage services</li> <li>• Emergency management</li> <li>• Car parking availability</li> <li>• Public safety</li> <li>• Street lighting</li> <li>• Supporting community groups</li> <li>• Provision of Council information to the community</li> <li>• Financial management</li> <li>• Supporting local jobs and businesses</li> <li>• Tourism/Visitor Information Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural opportunities and services</li> <li>• Youth activities</li> <li>• Festivals and events programs</li> <li>• Maintaining local roads</li> <li>• Maintaining footpaths</li> <li>• Overall condition of the local sealed road network</li> <li>• Council decision-making reflecting community opinion</li> <li>• Engaging the community in planning</li> <li>• Participation in Council decision-making</li> <li>• Economic development</li> <li>• Industrial development</li> </ul>

Source: Bland Shire Council Community Research Survey, conducted November 2020

The community's vision for the future of Bland Shire was very similar to the vision identified in 2017. At that time, the future was identified as follows:

- A vibrant and connected community spirit
- An engaged community with access to services and facilities to meet the needs of our people
- A focus on agriculture, environment tourism and heritage, balanced with new business and development
- Management of our assets are important especially our roads, footpaths and town beautification
- Collaborative leadership balancing community needs with financial sustainability

# Our Community Plan

Extensive community consultation was undertaken during the initial process for developing *Your Vision, Our Future - Bland Shire Community Strategic Plan 2017-2021*. This consultation, together with the social justice principles of access, equity, participation and rights, helped identify the strategic direction which was developed to be representative of all members of the community.

This plan was developed following a review of this community feedback as well as giving reference to the Community Satisfaction Survey which was undertaken in the latter part of 2020. This Survey has given Council an indication of how it is tracking against the 2017 document and what, if anything, requires attention in preparation of this revised CSP documentation.

The following word clouds provide a visual indication of how the community's opinion has shifted since the initial engagement processes for the 2017 CSP.

Community has always been held as one of the most important elements for those living within the Bland Shire area and takes centre place in the following image. Each of the priorities are also listed and their level of importance is represented by the size of the words.



While feedback from the original community engagement was broadly grouped into four key areas the detail of the actions on how Council would achieve these outcomes for

which it had responsibility were further identified within the combined delivery program and operational plan.

In November 2020, Council undertook a survey of its local community to gain an understanding of satisfaction levels as well as to inform the IP&R processes for a new Council. Respondents were asked to rate their satisfaction with 38 Council services and facilities. As part of the survey, participants were also given an opportunity to provide commentary on the issues that mattered most to them. The following word cloud represents those responses and the level of significance each matter was given.



While the words and issues were similar to those reflected in the 2017 engagement processes, there has been some change with regards to the prioritisation of matters. Community remains central to local residents and there is still a high priority placed on roads, health and employment. However, in late 2020 there was increased relevance given to infrastructure, development, housing, family, business and young people than in 2017.

What does this mean for the CSP? Quite simply, it means that the original themes identified in 2017 are still relevant. Those themes were:

**Our People – A strong, healthy, connected and inclusive community**

**Our Places – Maintain & improve the shire's assets & infrastructure**

**Our Leadership – A well run Council acting as the voice of the community**

**Our Prosperity – Growing our population and jobs.**

# What is Council's Role in implementing the Plan?

Council has multiple roles in the delivery of the Community Strategic Plan. Specific activities Council will undertake to achieve objectives and strategies are detailed in the Delivery Program (2022-2026) and Operational Plan (2022/2023).

Broadly, Council's role includes being:

- a leader** – to plan and provide direction through policy and practices
- a provider** – of physical infrastructure and essential services
- a regulator** – of development, community health and safety and the environment
- a partner** – with community, private and government organisations
- a supporter** – and advocate for the community it represents
- a promoter** – of the Bland Shire as a place to live, work, visit and invest.



# What Our Community Can Do To Assist In Implementing The Plan

- Embrace a healthy lifestyle
- Participate in, volunteer at, or attend community celebrations and events
- Chat to your neighbour
- Support community safety programs
- Promote positive youth role models
- Visit the library
- Look out for each other
- Welcome new residents
- Initiate or support a project
- Join a club
- Be a responsible pet owner

- Lobby your local Member
- Visit and use a Council facility
- Enjoy your local park or sportsground
- Choose energy efficient building materials, appliances and vehicles
- Install insulations, energy and water saving options in your home
- Be responsible in the disposal of waste
- Get involved in activities that assist to protect the environment
- Report illegal dumping
- Plant locally native or water wise gardens to provide habitats and reduce water use
- Reduce, re-use and recycle organic and domestic waste
- Use energy and water efficiently
- Maintain nature strips / private reserves



- Vote at Council elections
- Attend Council meetings
- Comment on Council policies
- Write to Council or your local Member
- Read the weekly Council notices in the local newspaper
- "Like" the Council and other associated Council Facebook pages
- Read Council's business papers and publications
- Discuss your ideas and suggestions for the future with a Councillor
- Participate in community forums and conversations
- Provide feedback to Council
- Get to know Council and how it supports the community
- Visit the Council website
- Participate in surveys

- Buy local and then re-spend locally – stop funds leaking out of our communities
- Pay local suppliers 'on time'
- Invest in regional marketing and promotion
- Lobby government and financiers for a better deal for rural business and start ups
- Lobby government for equitable access to technologies
- Use local and regional service providers
- Participate in tourism events
- Enjoy local entertainment options
- Pursue and promote learning opportunities
- Create opportunities for apprentices, trainees and work experience
- Undertake education and vocational training

# About this Plan

*Your Vision, Our Future - Bland Shire Community Strategic Plan 2017-2027* is based on extensive engagement with the Community, Councillors, Council staff and relevant government authorities.

It provides meaningful and relevant objectives for both the Council and the community to strive for in cooperation with each other and will determine the future direction of Council and its resources.

The process has followed the Office of Local Governments guidelines including a vision statement, strategic objectives for the community that address the social, environmental, economic and civic leadership objectives and the strategies to achieve those objectives.

These strategies are presented in four themes:



## **Our People**



## **Our Places**



## **Our Leadership**



## **Our Prosperity**

Each Strategy is supported with:

- How we will get there
- Performance Measure(s)
- Who can help us

Each of the strategies has been identified as addressing one or more of the following categories: Social, Environmental, Economic and Civic Leadership.

While this document is providing the strategic direction for the Community, it will be supported by Council's resourcing strategy, delivery program and operational plan, all of which will be reviewed on a regular basis as set by the Office of Local Government.

# Reporting Our Progress

## **Performance Measures**

The Community Strategic Plan is presented within four themes Our People, Our Places, Our Leadership and Our Prosperity. Each of these themes has a number of Delivery Targets and Operational Actions including performance measures to be achieved. Each of the performance measures feed into a series of key performance indicators.

The progress towards the key performance indicators will be reported to the community in line with the election cycle and the End of Term Report.

## **Monitoring & Reporting**

It is important to track and report on our progress in delivering our responsibilities under the Community Strategic Plan over the ten year period. Council will report to the community at regular intervals on what has been achieved and the progress towards the performance measures.

All reports will be made available to the community at Council meetings and on Council's website.

Council's management team will internally monitor on a quarterly basis the output and actions as detailed in the four year Delivery Program and one year Operational Plan. The outcomes will be formally reported to Council, the Community and staff on a six monthly basis.

Whilst some performance measures can be clearly quantified, it does not necessarily mean the Community is aware of, fully appreciates, or is fully satisfied with, the extent of progress made. Therefore, there are also qualitative measures included that represent Community responses.

A community satisfaction survey will be undertaken every term of Council to gauge whether the community is satisfied with progress and where priorities could or should be assigned to particular areas in the future. The survey will be undertaken in the final year of the Council term.

# Our Objectives



## **Our People - A Strong, healthy, connected and inclusive community**

1. Health and support services address the needs of the community
2. Partner with organisations to strengthen community health and safety
3. Nurture a strong sense of community and enrich the cultural life of the residents
4. Services are accessible for all residents

## **Our Places - Maintain & improve the Shire's assets & infrastructure**



5. Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services and facilities
6. Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies
7. Manage water and sewerage resources
8. Public places and facilities are well maintained and easily accessible
9. Appropriate programs, plans and budgets are developed, implemented and monitored for the effective and efficient management of Council's assets and infrastructure

## **Our Leadership - A well run Council acting as the voice of the community**



10. Quality leadership, governance and management helps develop strong community partnerships
11. Provide opportunities for all stakeholders to contribute to Council's decision making
12. Lead the community
13. Develop and maintain a framework of plans and policies that provides open and transparent Council information

## **Our Prosperity - Growing our population and jobs**



14. Visitors and tourists are welcomed
15. Bland Shire is promoted as a place to do business
16. Work with communities and businesses to use resources in a sustainable way for the future of the Bland Shire



# Our People



## Health and support services address the needs of the community

### How we will get there

- 1.1 Maintain active communication with health and allied health providers
- 1.2 Provide services to the frail, aged, disabled and their carers

### Performance Measure

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- Increase in the knowledge disseminated relating to health and allied health services
- Increase in the number of Bland Shire residents accessing services for frail, aged and their carers

### Who can help us

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- Local Area Health Service
- Murrumbidgee Primary Health Network
- Health and Allied health service providers
- Community representation
- Non-Government Organisations (NGO's)
- Community health
  
- Training providers
- Education providers
- State Government
- Federal Government
- Medical practitioners

## 2.

## Partner with organisations to strengthen community health and safety

### How we will get there

- 2.1 Develop and support community partnerships to increase a sense of safety and wellbeing within the community

### Performance Measure

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- Increased number of opportunities to provide information to the community

### Who can help us

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- Road Safety officer
- State Government
- Federal Government
- REROC
- Riverina Joint Organisation
- Local Area Health Service
- Murrumbidgee Primary Health Network
- Health and Allied health service providers
- Non-Government Organisations (NGO's)
- Training providers
- Education providers
- NSW Police
- Media outlets

# 3.

## Nurture a strong sense of community and enrich the cultural life of the residents

### How we will get there

- 3.1 Develop and support a strong sense of community, providing advice and support to community groups
- 3.2 Provide cultural activities and community programs that foster social development and community wellbeing
- 3.3 Support and strengthen our indigenous culture and history
- 3.4 Foster a community learning culture optimising our physical and virtual spaces

### Performance Measure

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- Increase in the number of workshops and events held and grant applications pursued
- Number of residents satisfied with range and quality of cultural events
- Increased number of engagement opportunities
- Increased number of community members accessing and utilising our library services

### Who can help us

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- Local Area Health Service
- Murrumbidgee Primary Health Network
- Health and Allied health service providers
- Community representation
- Non-Government Organisations (NGO's)
- Community health
- Training providers
- Education providers
- State Government
- Federal Government
- Local Aboriginal Land Council
- Volunteering Australia
- Eastern Riverina Arts
- Regional Arts NSW
- Riverina Regional Library

### How we will get there

- 4.1 Facilitate ~~Council~~ events to build social capital and a sense of belonging within the community
- 4.2 Provide quality, accredited and affordable education and care services within Bland Shire and surrounds that meets the NSW Department of Education's National Quality Standards and provide social networking opportunities and resource access to the wider community through our ITAV and Toy Library Services
- 4.3 Actively engage with the community and promote open communication
- 4.4 Actively engage with youth to build social capital and a sense of belonging

### Performance Measure

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- All KPI's met or exceeded each year
- Increase in community members who are accessing or satisfied with our education and care services
- All licensing requirements met across all services
- Increase number of community members accessing Council information
- Increased youth participation in programs and initiatives

### Who can help us

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- State Government
- Federal Government
- Local Area Health Service
- Murrumbidgee Primary Health Network
- Health and Allied health service providers
- Community representation
- Non-Government Organisations (NGO's)
- Community health
- Training providers
- Education providers
- Media Outlets
- Church Groups
- REROC
- Riverina Joint Organisation
- Local Schools
- Early Childhood Services

# Our Places

## 5.

Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services & facilities

### How we will get there

- 5.1 Facilitate the delivery of accessible services and infrastructure
- 5.2 Work with the heavy transport industry and road related organisations to cooperatively improve access to road infrastructure

### Performance Measure

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- Increase in accessible infrastructure within the Shire
- Improved road conditions across the Shire

### Who can help us

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- State Government
- Federal Government
- Local Area Health Service
- Murrumbidgee Primary Health Network
- Health and Allied health service providers
- Community representation
- Non-Government Organisations (NGO's)
- Section 355 Committee's
- Training providers
- Media Outlets
- REROC
- Riverina Joint Organisation

# 6.

## Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies

### How we will get there

- 6.1 Consult with the community and relevant stakeholders regarding waste management options throughout the Shire
- 6.2 Reduce reliance on landfill by increasing resource recovery, waste minimisation and community education

### Performance Measure

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- Increase community participation in sustainability initiatives
- Reduction in waste to landfill

### Who can help us

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- State Government
- Federal Government
- Community representation
- Non-Government Organisations (NGO's)
- Training providers
- Education providers
- Media Outlets
- REROC
- Riverina Joint Organisation
- Recycling organisations
- Industry Professionals

# 7.

## Manage water and sewerage resources

### How we will get there

- 7.1 Provide adequate water storage and management for future use within Council's community facilities
- 7.2 Effectively manage and maintain existing stormwater and sewerage infrastructure

### Performance Measure

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- Increased usage of recycled water
- Review Plans
- Undertake sewerage inspections

### Who can help us

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- State Government
- Federal Government
- Community representation
- Industry Professionals
- Media Outlets
- REROC
- Riverina Joint Organisation
- Goldenfields Water County Council

# 8.

## Public places and facilities are well maintained and easily accessible

### How we will get there

- 8.1 Users of Council's facilities comply with agreements
- 8.2 In collaboration with users provide facilities that are accessible to acceptable standards
- 8.3 Collaborate with transport providers to facilitate access within the shire and regional centres
- 8.4 Use planning and heritage policies and controls to protect and improve the unique built environment

### Performance Measure

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- Increase in consultation with user groups
- Inspections undertaken and standards maintained or improved
- Community satisfaction levels maintained or improved
- Transport operators and government lobbied regarding service
- Grants processed
- Policies reviewed
- Heritage buildings preserved, improved or maintained
- Maintain or improve the main street appearance

### Who can help us

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- State Government
- Federal Government
- Sporting Groups
- Community representation
- Non-Government Organisations (NGO's)
- Section 355 Committee's
- REROC
- Riverina Joint Organisation
- Industry Professionals
- Community organisations





## **Appropriate programs, plans and budgets are developed, implemented and monitored for the effective and efficient management of Council's assets and infrastructure**

### **How we will get there**

- 9.1 Responsibly manage asset renewal and maintenance for current and future generations
- 9.2 To manage and enhance the pool facilities within the Shire
- 9.3 Maintain street trees
- 9.4 Maintain parks, ovals and recreational facilities to approved standards
- 9.5 Identify and plan for new infrastructure

### **Performance Measure**

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- Council's asset condition maintained or improved
- Increase pool usage
- Master plan developed for pool facilities
- Maintenance program undertaken
- Cemeteries and open spaces utilised and maintained within standards
- Maintain or increase number of street trees
- New infrastructure identified and planning progressed

### **Who can help us**

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- State Government
- Federal Government
- Sporting Groups
- Community representation
- Council's Insurers
- Section 355 Committees
- REROC
- Riverina Joint Organisation
- Industry Professionals

# Our Leadership

10.

**Quality leadership, governance and Management helps develop strong community partnerships**

## How we will get there

- 10.1 Councillors are provided with appropriate support and resources to carry out their civic duty
- 10.2 Councillors are encouraged to take ownership and a strong leadership role
- 10.3 The General Manager takes on a high level role in implementing the Community Strategic Plan and other Council documents
- 10.4 The long term financial sustainability of Council is supported through effective and prudent financial management
- 10.5 Council's workforce is provided with appropriate equipment and resources to meet the needs of Council and the community
- 10.6 Regular consultation with key industry, business and stakeholders is undertaken

## Performance Measure

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- Policies reviewed on time and budget allocation for Councillor training opportunities
- Increased opportunities for Councillors to connect with the community
- Reports completed and presented on time
- Maintain compliance with the requirements of the Office of Local Government guidelines and legislation
- Services and equipment improved across organisation
- Increased communication with key business and stakeholders

## Who can help us

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- State Government
- Federal Government
- Sporting Groups
- Community representation
- Council's Insurers
- Section 355 Committees
- REROC
- Riverina Joint Organisation
- Industry Professionals

# 11.

## Provide opportunities for all stakeholders to contribute to Council's decision making

### How we will get there

- 11.1 Encourage village residents to participate in community forums
- 11.2 Provide innovative and accessible communication strategies to Shire residents to encourage active participation in Council's future
- 11.3 Council communication branded signs and banners are provided to funding recipients

### Performance Measure

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- Increased community participation
- Maintain or increase community communication avenues
- Council branding prevalent at sponsored events

### Who can help us

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- REROC
- Riverina Joint Organisation
- State Government
- Federal Government
- Evolution Mining
- Community representation
- Local Business
- Section 355 Committees
- Industry Professionals

**How we will get there**

- 12.1 Monitor and review Council services to confirm they are provided in a professional, timely and friendly manner and are responsive to community needs
- 12.2 Provide sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs
- 12.3 Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice
- 12.4 Review and implement Council policies and comply with WH&S and Risk Management requirements

**Performance Measure**

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- Maintain or improve service response times
- Maintain or increase staff satisfaction
- Maintain Council's reputation as an employer of choice
- Maintain Council's focus on WHS and Risk Management

**Who can help us**

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- Media Outlets
- Community representation
- Local Business
- Industry Professionals

# 13.

## Develop and maintain a framework of plans and policies that provide open and transparent Council information

### How we will get there

- 13.1 Promote and advocate improved management of, and access to, information across Council
- 13.2 Develop, implement and promote best practice governance policies and procedures

### Performance Measure

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- Improved access to Councils information
- Council procedures reviewed

### Who can help us

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- REROC
- Riverina Joint Organisation
- State Government
- Federal Government
- Council's Insurers
- Industry Professionals
- Staff Committees
- Media outlets

# Our Prosperity

## 14.

Visitors and tourists are welcomed

### How we will get there

- 14.1 Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire
- 14.2 Attract a diverse range of Visitors to the Shire

### Performance Measure

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- Increase in tourism enterprises that encourage people to stay
- Increase visitors to the shire

### Who can help us

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- State Government
- Federal Government
- Evolution Mining
- Community representation
- Local Business
- Section 355 Committees
- Industry Professionals
- Regional Tourism Organisations
- Heritage Advisor
- Museum Advisor
- Business West Wyalong

**How we will get there**

- 15.1 Encourage and actively seek out businesses and industry to relocate within the Shire
- 15.2 Continue ongoing engagement and communication with the Shire's existing industry including support for diversification and alternate industry or business
- 15.3 Lobby for and work with industry, government and education providers to safeguard access to competitive telecommunication services for Bland Shire residents and businesses

**Performance Measure**

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- Maintain or increase number of businesses and industry within the shire
- Increase support to existing business
- Maintain or improve telecommunication and technology within the shire

**Who can help us**

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- State Government
- Federal Government
- Evolution Mining
- Community representation
- Local Business
- Regional Development Australia
- Industry Professionals
- Regional Tourism Organisations
- Mining Industry Professionals
- Business West Wyalong

### How we will get there

- 16.1 Support a sustainable environment for current and future generations through effective management and planning for the long term future by ensuring appropriate land is zoned and available to support business and industry growth
- 16.2 Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the Shire
- 16.3 Promote agricultural practices which are leading edge and efficient
- 16.4 Liaise with utility providers to guarantee a quality sustainable service to the community
- 16.5 The availability of commercial and industrial land, coupled with our geographic location, will be maximised and marketed to boost economic growth

### Performance Measure

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- Maintain development in line with legislation and guidelines
- Maintain or increase number of community members attending education opportunities
- Maintain or increase environmental awareness
- Maintain or improve access to reliable and efficient utilities
- Maintain or improve availability of industrial land

### Who can help us

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- State Government
- Federal Government
- Evolution Mining
- Community representation
- Local Business
- Regional Development Australia
- Industry Professionals
- Tourism Providers
- Regional Tourism Organisations
- Mining Industry Professionals
- Education Providers
- Training Providers
- Business Groups
- Agricultural Industry
- Media Outlets



# The Quadruple Bottom Line

The Community Strategic plan process must consider the “bottom line” aspects of social, environmental, economic and civic leadership. This requirement is to make certain the Community Strategic Plan is a balanced and community encompassing view, rather than focusing on one particular area to the detriment of others. The Bland Shire Council Community Strategic Plan covers the quadruple bottom line factors as shown below.

<p><b>Social</b></p> 	<ul style="list-style-type: none"> <li>• Access and equity</li> <li>• Arts and Cultural Activities</li> <li>• Recreation and active living</li> <li>• Lifelong learning</li> <li>• Frail and aged support</li> <li>• Public health and safety</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Support</li> <li>• Health Issues</li> <li>• Inclusive Communities</li> <li>• Built Environment</li> <li>• Providing and Maintaining facilities</li> <li>• Heritage issues</li> <li>• Community Consultation</li> </ul>
<p><b>Environmental</b></p> 	<ul style="list-style-type: none"> <li>• Onsite Waste Management</li> <li>• Total water recycling management</li> <li>• Waste Management</li> <li>• Responsibly manage environment</li> <li>• Recycling options</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Impact of development</li> <li>• Environmentally sound operation of assets</li> <li>• Town and Village beautification</li> <li>• Weed management</li> <li>• Protecting environmental issues</li> <li>• Alternative energy resources</li> </ul>
<p><b>Economic</b></p> 	<ul style="list-style-type: none"> <li>• Regional opportunities</li> <li>• Economic development strategies</li> <li>• Commercial and industrial opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Vocational pathways</li> <li>• Financial sustainability of Council</li> <li>• Grant administration</li> <li>• Tourism</li> <li>• Small business strategies</li> </ul>
<p><b>Civic leadership</b></p> 	<ul style="list-style-type: none"> <li>• Policy Frameworks</li> <li>• Service levels</li> <li>• Decision making principles</li> <li>• Leadership and representation</li> <li>• Council's role as responsible employer</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation and community participation in decision making</li> <li>• Community ownership</li> <li>• Actively represent Community</li> <li>• Manage Council's assets</li> <li>• Employer of choice</li> <li>• Ethical practices</li> </ul>

# Reference documentation

A comprehensive Community Engagement Strategy was developed to set the framework to provide the community with genuine opportunities for active and meaningful consultation. This strategy was adopted in November 2021 and includes details on how and when the community can actively contribute to Council's decision making.

In addition to the Community Engagement Strategy consultation, Council also consulted with staff and relevant Government bodies. Council's existing policies and procedures have helped to inform the development of documents as part of the Integrated Planning and Reporting process.

Some of the documents which have been used to inform the Community Strategic Plan and will also be used to develop the Delivery Program and annual Operational Plan include (but are not limited to):

- Bland Shire Council's Community Participation Plan
- Bland Shire Council's Local Strategic Planning Statement
- Bland Shire Council's Disability Inclusion Action Plan
- Riverina Murray Regional Plan 2036 and associated Consultation Report
- Riverina Joint Organisation Statement of Strategic Priorities
- Murrumbidgee Local Health District Strategic Plan 2021-2026
- Murrumbidgee Primary Health Network Strategic Plan 2019-2022
- Riverina Murray Regional Plan 2036
- NSW State Health Plan
- NSW Premier's Priorities
- NSW State Plan
- NSW Visitor Economy Strategy
- NSW Statewide Destination Management Plan
- NSW Women's Strategy 2018-2020

This document has also been developed with guidance from the Integrated Planning and Reporting Guidelines and the Integrated Planning and Reporting Handbook released by the Office of Local Government in September 2021.



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## Community Strategic Plan

2017 - 2027



### Your Vision, Our Future – Bland Shire Community Strategic Plan 2017 – 2027

Adopted: 20 June 2017

Revised Document: December 2021

Adopted: 17 May 2022